

*misc
memo***S-E-C-R-E-T**

22 March 1967

MEMORANDUM FOR: Messrs. Kent, Smith,

25X1

FROM:

SUBJECT: How About A Few Changes Around Here ?

It seems to me that we have come to a bothersome in-between stage in preparing estimates in OMR, and that we ought to fix on a few new procedures. We had managed, as of some time ago, to drift into a comfortable groove of too much standardization in product and in approach. Recently, a number of members of Board and of Staff have been poking and prodding to make things different, but no consensus has yet been achieved on what that "different" ought to be. So we are experimenting -- which is healthy but time-consuming. At the same time, we are having communications problems. Sometimes an innovator on the Staff turns out a good but unusual kind of draft which his Board Chairman or Panel is not keyed to; sometimes a change-minded Board Chairman sees a Staff draft as sticking far too much to the same old pattern. (These problems plus lack of a thorough enough review of the proposed estimates program, have put us considerably behind our production targets.)

S-E-C-R-E-T

BEST COPY
Available

S-E-C-R-E-T

Here are some suggestions about what we do next.

1. We keep the proposed estimates program trimmer by having more rigorous consideration by the Staff Chiefs, and then a Staff Chiefs meeting to winnow it down prior to the Board session on it. CES, and if necessary DOME, to be in charge of this -- tough and mean.

2. Staff Chiefs and all Staff Drafters must be convinced that they must begin drafting earlier on almost every draft estimate so as to allow at least a week -- and better ten days or two weeks -- for Board review and approval before the estimate can go out to the Reps. If less time is needed, so much the better; there will be more leeway about the Reps' meeting and about when the estimate goes to DEIB.

3. At the time of starting each draft estimate, there should be a required informal meeting of Staff Drafter, Staff Chief, Board Chairman and any Board panel members who have then been named. (This session

- 2 -

S-E-C-R-E-T

S-E-C-R-E-T

should be in addition to the regular formal consideration of terms of reference.) General agreement should be reached on the form and approach of the draft, and there should be discussion of the probable key judgments. In the unlikely event that sharp differences are evident at this stage, DDMZ should consider some change in the combination of people.

4. When a draft is finished and is thought by the Staff Chief to be in good shape, a copy should be given to the Board Chairman as well as to CEE for review. (This is often done now.) If the Board Chairman approves of the draft or has it modified to meet his objections, then it becomes incumbent upon him to expedite its movement through the full Board session.

5. The Staff as a whole should soon have some further discussion on certain new principles which now seem to have emerged for writing estimates. Among them: the use of less -- and only essential -- historical material; the development of a few key issues, rather than all problems of a country; a focus on ideas as well

- 3 -

S-E-C-R-E-T

S-E-C-R-E-T

as facts (risking more controversy and less boiler-plate); the tailoring of the form of the estimate to suit the subject matter dealt with.

Here are a couple of suggestions on other matters.

6. In future hiring for the staff, we should weigh demonstrated writing talent, as against other attributes, even more heavily than in the past. When no senior applicant with such talent seems available, we should be ready to go for the younger man who may not yet have this ability but who will probably be easier to bring along. (Another would be just right.)

7. Another sort of change -- one which would get the office off to a quicker, crisper start in the mornings (and be much appreciated in Board and Staff) -- would be formal scheduling of the morning meeting to run from 8:30 only until 8:45. Most days the business that concerns the Board as a whole (and the Staff Chiefs) can

- 4 -

S-E-C-R-E-T

S-E-C-R-E-T

be handled in fifteen minutes. DNE could then adjourn to his office to carry on further specialized business or discussion which need involve only a few others -- and then proceed, equally well prepared, to the DCI's morning meeting. In unusual circumstances, of course, the ONE meeting would continue as long as need be.

8. Briefings of the Board would still be given occasionally by Staff members; most of these could be scheduled at other times, for a half hour or an hour. This arrangement would have advantages in: permitting DNE to be present for the whole briefing show, making it easier to arrange attendance by members of other offices, keying Board members' attendance more to subjects that interest them, and filling rare dead spots on the office schedule.

- 5 -

S-E-C-R-E-T